# SUPERVISORY MANAGEMENT

27 FEB 04

# Terminal Learning Objective

Given information on first line supervisory level management and the dual role he/she plays in the organization within the clinic discuss the employee integration IAW George, Claude S., Supervision in action: The art of managing

# Enabling Learning Objectives

a. Given information on the art of managing personnel select the statements that best describe who a supervisor is and what a supervisor does IAW cited ref.

b. Given a list of definitions match the supervisory level and supervisory skills with its appropriate definition IAW cited reference.

c. Given information on the selection process select the qualities that top management looks for when selecting people for supervisory positions IAW cited reference.

d. Given information on managing personnel discuss the skills a supervisor needs.

e. Given information on the transition process discuss the cross-over point from worker to supervisor.

g. Given information on management
select the five functions of management.

h. Given information pertaining to
management select instances
when work should or should not be delegated, and the

i. Given information on management match the leadership style with its appropriate definition.

j. Given information on management select the important motivational areas and the definition of communication.

k. Given information on management select the methods of communication.

l. Given information on the process select the three levels of listening.

m. Given information on management select the barriers to communication and ways to overcome them.

# Who is a supervisor?

**A supervisor is anyone at the first level of management with the responsibility of getting employ to carry out th plans and policies of top level management.**

# What does a supervisor do?

**Sees what needs to be done, and tells the employees what to do.**

**Get things done through the efforts of other people.**

**Accomplish the objectives of the organization.**

Talks to employees

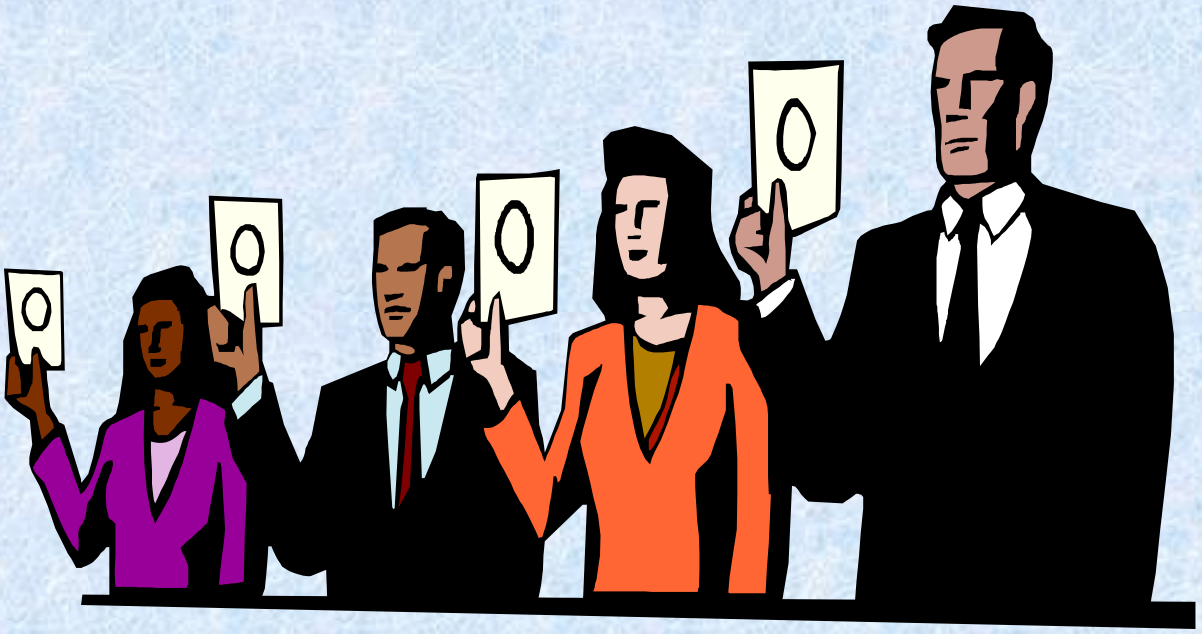
Sets goals

Assists in making

decisions about

new projects

# Gives recommendations on who gets advanced to the next grade (E-1 through E-4)



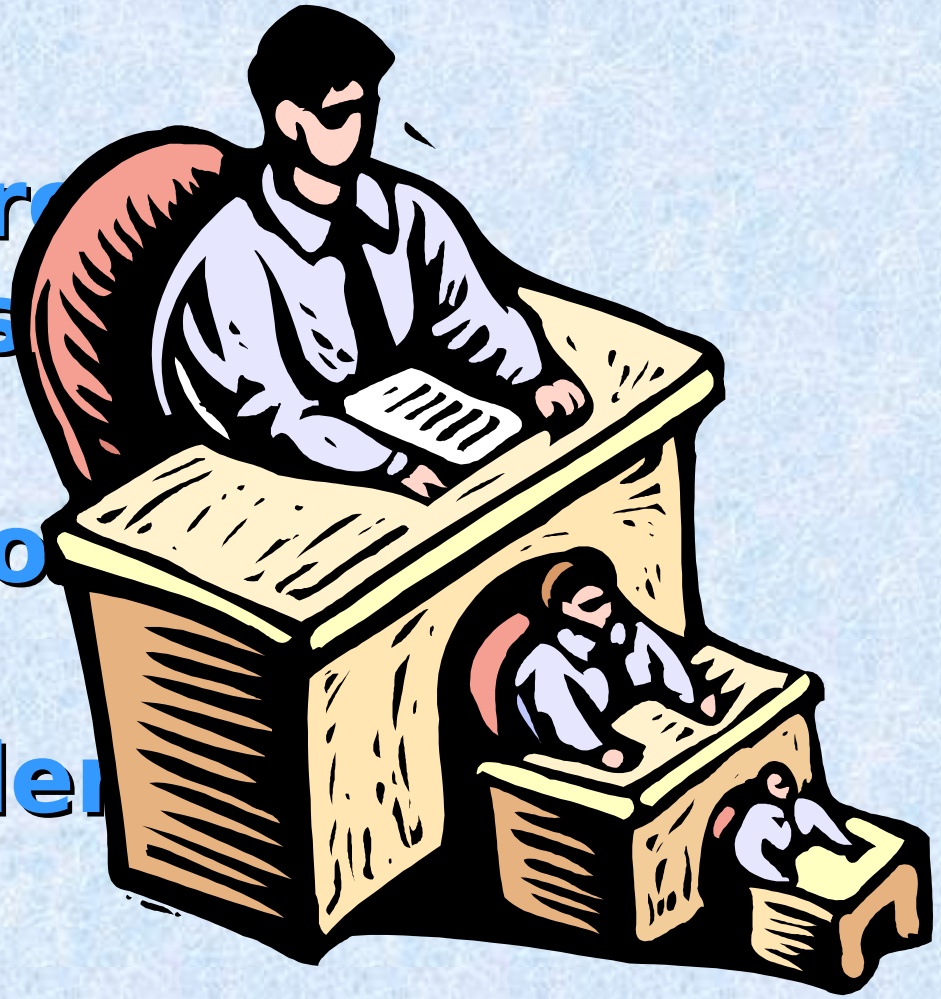
Hires new employees

Reads mail, reports , etc. and attends meetings

# Supervisory Levels:

**Top Level Supervisors** are the big bosses in charge of the whole operation.

The Commander of a DENTAC is a top-level supervisor.



**Middle Level Supervisors** are higher up than first line supervisors but are below the top level supervisor . I. E. OIC of clinic.

**First Line Supervisors** The noncommissioned officer in charge (NCOIC) of a clinic are key personnel in the management family. They carry out the policies and directives of middle and top management through the efforts of the workers, i.e. clinic

# Qualities That Top Management Looks For

**The job of supervision is so demanding that management tends to look for highly qualified people to fill the role.**

**To do a good job, supervisors also need the following qualities:**

Energy and good hea

Leadershi potential

Ability to get along with peopl

Job know-how and technical

competence

Initiative

Self-control under pressure

Dedication and dependability

Positive attitude toward management

**A successful supervisor must be able to motivate his her employees and direct their work.**

# Skills a Supervisor needs

**Technical**- Have know how and knowledge of the industry, its particular processes, equipment, and problems.

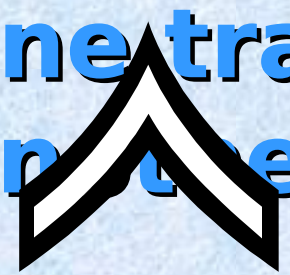
**Human- Know human behavior. Work effectively with individuals, groups, peers, superiors, and subordinates. Human skills also involve being aware of your own feelings, beliefs, and attitudes about others. Understand this process and accept the beliefs and attitudes of others: recognizing that they may**

**Conceptual** - The mental ability to coordinate and integrate all of the organization's interest and activities. It enables a person to visualize something in its entirety.

**A person with good conceptual skills can “see” and understand all parts of a business and how each part contributes to the whole.**

# The Cross-over Point From Worker To Supervisor

**A person who is promoted to supervisor crosses over from one train of thought to another.**



Private

Private First Class

Corporal

**As a Private through Specialist, your concerns are**

**As a supervisor your job is to place the organization's goals or mission above all other job related concerns.**

Sergeant

Staff Sergeant

Sergeant First Class

Master Sergeant

**The supervisor thinks first about meeting suspense dates, and quality of work.**

**The supervisor thinks about the solders and employees who do the work.**

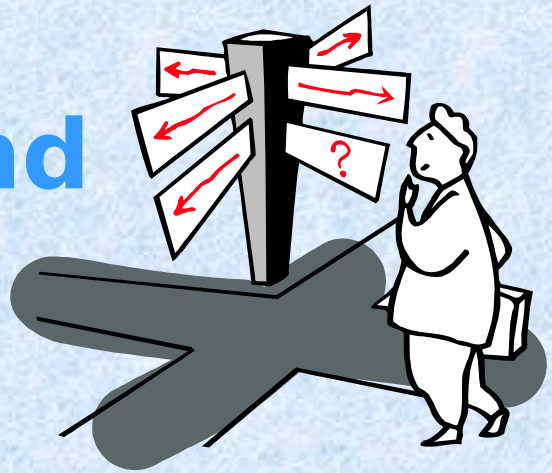
**The supervisor thinks of herself/ himself last.**

# Job Responsibilities of A Supervisor

Your responsibility to management (your boss, military or civilian)
Is to dedicate yourself to:

*Goals of the organization
*Plans of the organization
*Policies of the organization

**Your responsibility to your soldiers and employees is to:**



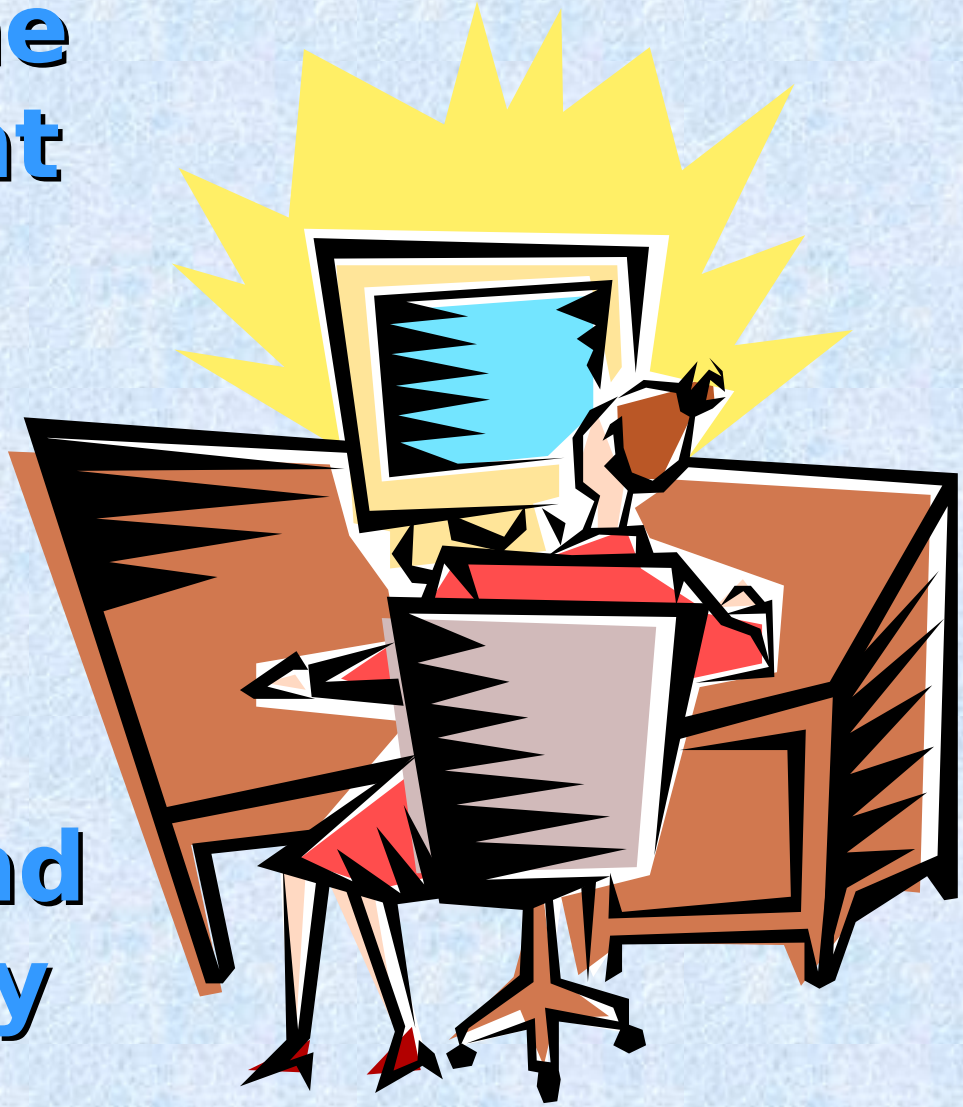
***Provide direction and training**

***Protect them from unfair treatment**

***Provide a clean, safe and**

Provide the equipment they need to do the job.

Provide a well-lit, and adequately ventilated area.



# The Five Functions of Management

# Planning

**The process of determining ways and means to accomplish a mission.**

# Organizing

The process of arranging the available personnel, equipment, and work space in a pattern that will support the organization's mission most effectively.

# Directing

Communicating instructions to subordinates what is to be done, and most important why the job needs to be done. Provide information on "how and when" may need to be a part of the instructions. Today's

# Coordinating

**Unite the efforts of individuals in a unit to work in harmony with the efforts of other units and with the organization as a whole.**

# Controlling

Review and analysis of plans and operations by the supervisor to learn if the operation is working according to plans and on schedule.

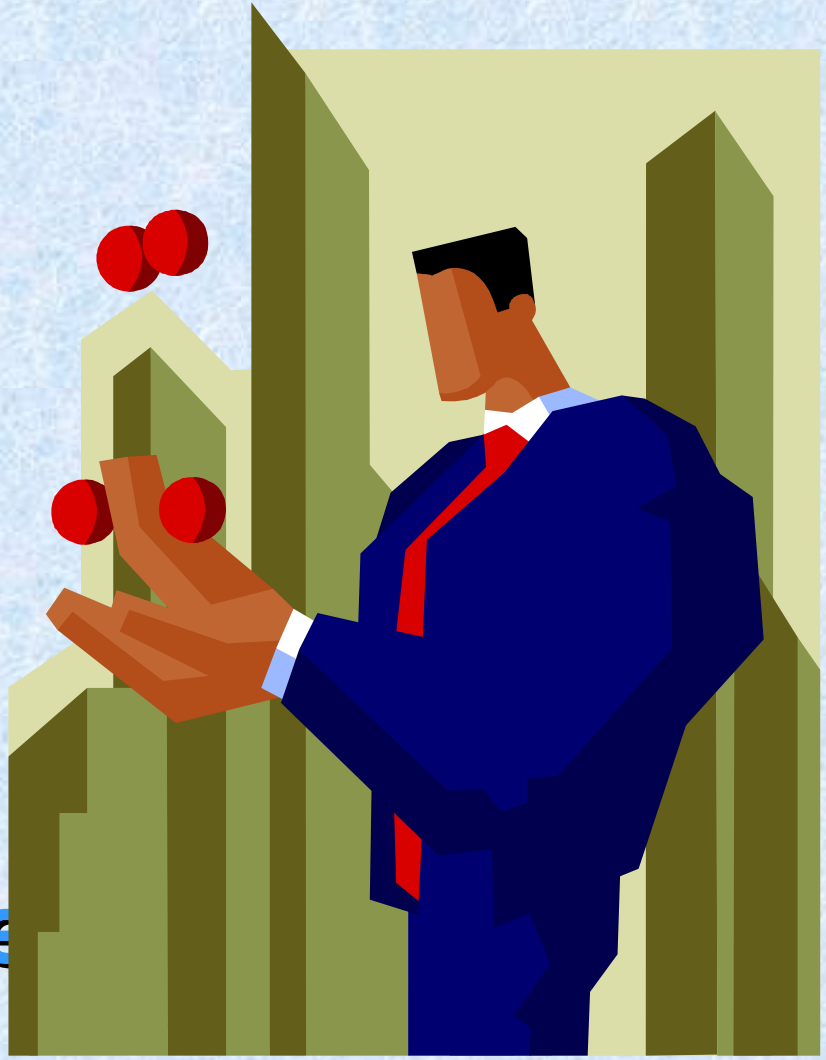
# Delegation of Work

Definition of delegation is to assign or entrust your subordinates' organizational responsibilities and obligations along with the appropriate organizational authority,

**When should work be delegated?**

**Delegate when you find that you can’t personally keep up with everything you want or feel you should do.**

When you have more responsibilities than you can handle



**Should you delegate everything?**

**When a project involves technical knowledge that only you posses, don’t delegate.**

**Always reserve the most important matters for yourself**

## Reasons people don't delegate:

(1) "I can do it better myself."

(2) Subordinates just aren't capable enough

(3) It takes too much time to explain what needs to be done.

## (4) Fear.

Supervisor's/managers are accountable for the actions of their subordinates

Many supervisors feel a loss of

The supervisor may be too disorganized to plan ahead, or unable to decide which tasks and projects should be delegated, or to set up an adequate control system to monitor the subordinates' actions.

# Four Leadership Styles:

**Dictatorial- This is negative leader who holds threat of punishment, discharge, or other UCMJ actions and fear over the heads of his/her employees.**

**This type of leader promotes unrest, dissatisfaction, and seldom last over long periods of time.**

# Authoritarian

The authoritarian leader exercises strong control over his/her personnel.

He/she always resists help from others, and with-holds information making the employee to be dependent on him or her.

**Because of this leader's strong control and the group/employees are usually lost in his or her absence.**

**Democratic**- this leader solicits aid and advice from his or her personnel. He or she tries to get them involved in work problems and solutions.

**Because of this, they (the group) can take over and move ahead in the leader's absence.**

**Laissez-faire**-
**This leader is not**

# Points To Remember on Being A Good Leader

Handle different employees in different ways (case by case). All of your employees will not be the same type of person. Be cooperative and willing

Don’t try to take credit for what the group has done. (A good leader doesn’t have t boast on how good they are, the work and loyalty of his or her personnel will speak for

**Be genuine. Don't try to give the KNOW IT ALL attitude. If you don't know the answer to a problem then ask your employees for their opinion.**

**Be consistent. Your employees will want to predict what your answer will be today as well as tomorrow.**

**Understand your employees. Try to put your feet in their shoes so you can better understand their needs and responses better.**

**Always be fair and just. Treat all of your employees in the same manner. DO NOT SHOW FAVORITISM.**

# MOTIVATION AREAS

a. Treat employees as individuals.

b. Be sincere with praise.

c. Promote participation

d. Make the work interesting.

e. Provide cooperation and teamwork.

f. Provide growth opportunities.

# Communication:

Communication – This is the exchange or flow of information and ideas from one person to another. It is eliciting a response through verbal and nonverbal symbols.

# Methods of Communication:

(1) Talking.

(2) Writing.

(3) Gestures).

(4) Facial expression.

(5) Tone of voice.

# One-Way & two way Communication

- Using one way communication, the sender communicates without expecting or getting feedback from the receiver.

**Using two way communication, the receiver provides feedback to the sender.**

# Three Levels of Listening:

(1) Not hearing at all

(2) Passive listening

(3) Active listening

# Rules for Listening:

a. Be interested in the message. Give the sender your full attention

b. Resist distractions.

c. Don’t let personal biases turn you off.

d. Try to understand the words and the implied message .

e. Work hard to understand difficult ideas or material.

f. Don’t hesitate to ask questions.

## Barriers to Communication:

a. Status of the speaker can impede the process for example being in front of the bass, we may not want to express our thoughts or ideas or even complain is there is a problem .

(1) Our own strong beliefs.

(2) The listeners subject matter preference.

(3) Resistance to unfamiliar language

**b. Communication breakdown can create misunderstandings**

# Ways to Overcome Communication Barriers:

(1) Common Sense.

(2) Repetition – Repeat message several times.

(3) Place yourself in the other person's shoes .

**(4) Being genuinely concerned about the welfare of the other person.**

# QUESTIONS ?

Describe who a supervisor is and what a supervisor does

Match supervisory levels and skills

Qualities that top management look for

Skills a supervisor needs

Discuss the cross over point

Responsibilities of a supervisor

Five functions of management

When work should/shound not be delegated

**Motivational areas and communication**

**Methods of communication**

**Three levels of listening**

**Barriers to communication and ways to overcome them**